



SAMHSA-HRSA
CENTER for INTEGRATED
HEALTH SOLUTIONS

FOCUS PDCA
Plan-Do-Check-Act

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Disclaimer:

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Aim

This webinar is designed to provide you with the

- Best practices associated with specific and planned improvements in organizations
- Opportunity to select those practical principles and practices of implementation science that are most practical and useful in light of your improvement aims

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Agenda

- Change Management: principles of continuous quality improvement
- Strategies that promotes success (lessons from implementation science)
- Selecting an improvement goal
- Performance Indicators: process and outcomes

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Desired Outcomes:

Participating grantees will have the option of selecting one of the following short-term outcomes:

- **Planning:** Establishment of an improvement team that has created a 3-6 month detailed plan to accomplish a meaningful goal.
- **Practice Change:** Selected, implemented, and evaluated one meaningful improvement strategy that demonstrates progress.
- **Information Dissemination:** Designed, presented and evaluated the impact of topic related information to specific members of the workforce, leadership and/or community entities.
- **Data Collection:** Selected, gathered, and organized data related to the topic area that provides critical information regarding the population served along with how that information informed improvement goals.
- **Policy and Procedure Change:** Newly established policies and procedures based on the knowledge gained from the learning community.

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Application of basic continuous quality improvement approaches

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Find a improvement area

Organize a team

Clarify current practices

Understand source of variation/problem

Select a strategy

Plan Do Check Act

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Best Practices in Organizational Change: F.O.C.U.S.P.D.C.A.

Find a process or identify a problem that needs improvement. Problems are pretty easy to identify. Just think about the chronic complaints you get or those things that simply frustrate you at work.

Organize a team that understands or works with the process or problem. The team consists of people who know the process well and can speak to what works and what needs changing.

Clarify the knowledge. Clarifying the knowledge of the process can help to ensure there's agreement on what the real issues are.

Understand what impacts the variations in the quality of the process. There are variations in every process. The trick is to discover what causes the variations so you can minimize the peaks and valleys.

Select a strategy/solution that meets many of the criteria associated with practical success

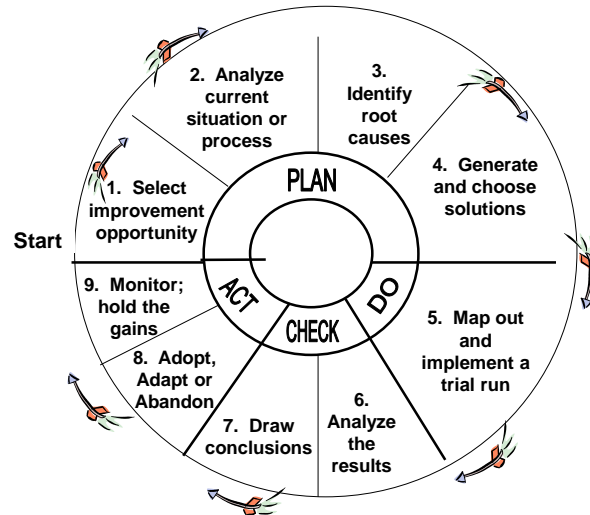
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What's a really good improvement strategy?

- Not expensive
- Can tell if the idea is working or not
- Affects many
- Can be done in a reasonable timeframe
- Is in the control of the organization
- Aligns with regulations, fiscal requirements and law
- Unlikely to cause other problems (unintended consequences dilemma)
- Practical in light of other organizational priorities
- Reasonable in light of staff demands on time and energy
- Tools and resources available

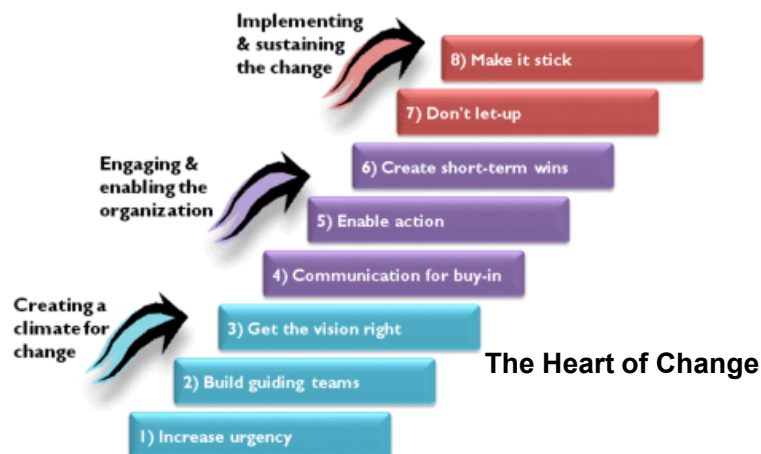
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FOCUS *PDCA* Cycle



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John Kotter's Eight Stages of Change



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1. Increase Urgency

Leadership Communication

- Communicate to everyone
- Organization “owns” the change
- Content of the message
 - The change is important
 - The change is not easy
 - The change is possible
 - Everyone is part of making change successful
 - Emphasize the benefits to all

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2. Build the right team



Build the Right Team: Who?

- Committed leadership with responsibility and authority to guide the change process
- Involve those affected by the change
- Involve those expected to carry out the change in day-to-day activities
- Involve those with experience or knowledge related to the change
- Involve those who can provide resources to support the ongoing program development process
- Involve those whose values, interests, beliefs and orientation aligns with the change (champions)

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3. Get the Vision Right

- Understanding the core vision and purpose of EBPs
- Vision can be articulated in a minute or written in one page
- You can know if you are moving in the right direction
- Communicate a vision with clarity and consistency.
- Focus on a vision that bridges current practices with future practices – grounded in reality
- The vision includes what to
 - Keep doing
 - Stop doing
 - Start doing

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4. Communicate for Buy In

- Communicate frequently and in a simple and heartfelt manner
- Emphasize the benefits for stakeholders
- Understand felt need for change among stakeholders
- Each person understands her/his role in promoting the improvement goals
- Acknowledge realities of change and validate sense of loss re:
 - Meaning
 - Control
 - Status
- Assist staff to regain control, status and personal meaning in the new mission/direction
- Leadership must “walk the talk”

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5. Empower Action

- Identify and reduce/eliminate systemic barriers to change
- EBP development team has direct relationship with leadership (includes leadership with authority)
- Development team has time and resources to take on the serious tasks associated with implementation
- Minimize “hoops to jump through to get a green light”
- Test out changes on small scale (rapid and measurable tests)
- Organization encourages, rewards innovation and creativity
- Support innovators and early adopters
- Create opportunities for champions to inspire others
- Emerging difficulties are to be expected – don’t give in to pessimism and fears

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6. Short Term Wins

- Develop an action plan that is likely to produce short term wins
- Have short term action steps that are observable and meaningful
- Make short term gains public, share with stakeholders
- Reinforce positive changes and acknowledge how everyone contributes to positive outcomes

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7. Don't Let Up

- Expect the process to be non-linear with bumps along the way (bumps are inevitable and signs you're making real change)
- Acknowledge that implementation is not easy
- There will be inevitable forces at work to resist the change and return to the more comfortable habit state.
- Keep an eye on the process at all times
- Avoid declaring victory prematurely

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8. Make the Changes Stick

- Institutionalize changes you wish to sustain (policy and procedural requirements)
- Orient new employees in ways that support the change
- Change performance expectations and standards to support the change
- Change documentation requirements
- Use data to provide continuous feedback on performance
- Reinforce positive changes

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Steps for Successful Change

	Major Challenges	Strengths	Stop Doing	Start Doing	Action Steps
Get the Vision Right					
Create a Sense of Urgency					
Communicate for Buy In					
Build the Right Team					
Empower Action					
Short Term Wins					
Don't Let Up					
Make the Changes Stick					

Performance Indicators: Measuring Process and Outcomes

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Performance Indicators: Measuring Improvement

- It's hard to change what you can't measure
- It's hard to know how you're doing without data and information
- It's hard to get others to change their behavior without data and information
- It's hard to understand the parts of the system that need to change without data and information
 - What to keep doing
 - What to stop doing
 - What to begin doing

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Measuring Improvement

- Two Primary Performance Indicators
 - Process Indicators
 - Outcome Indicators
- Two data sources to measure performance
 - Quantitative data: type of numerical value to be used to express the indicator (percentage, rate, number of occurrences etc.)
 - Qualitative data: Focus groups, expert opinions, interviews, surveys involving written feedback

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Performance Indicators: Process Indicators vs. Outcome Indicators

PROCESS INDICATORS

Indicators that help you monitor and track the degree to which you are implementing your improvement plan as you wanted

OUTCOME INDICATORS

The critical health improvement indicators that the improvement efforts are designed to address

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Process and Outcome Indicators

Quantitative data: type of numerical value to be used to express the indicator (percentage, rate, number of occurrences etc.)

Qualitative data: Focus groups, interviews, surveys involving written feedback

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Performance Indicator Categories

	PROCESS	OUTCOME
Quantitative	<ul style="list-style-type: none"> • Total number of clients identified as smokers • Number who are invited vs number who agree to participate in a tobacco reduction program • Number of smokers by readiness level • Program attendance rates 	<ul style="list-style-type: none"> • Health Indicators (BMI, weight, blood pressure, weight circumference) and blood chemistry indicators (A1C, cholesterol, other physiological measures pertinent to the selected cohort) • Reduction in tobacco/substance use- % who stopped smoking/% who reduced smoking/reduction in # of tobacco products used • Pre and post CO monitor change
Qualitative	<ul style="list-style-type: none"> • Response and feedback from the client who expressed disinterest • Feedback from staff involved in the process • Feedback re: the clarity, time demands, burden of implementation, interference with other key processes, team adherence to process. 	<ul style="list-style-type: none"> • Interviews with clients who were very successful/unsuccessful in improving tobacco use or substance use

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Questions?



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your feedback by completing the
survey at the end of today's
webinar.**

If you have additional questions/comments please send them to:

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